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11 June 1952

TO : Director of Central Intelligence
FROM : Chairman, Career Service Committee
SUBJECT: Final Report of the Career Service Committee

1. PROBLEM. To devise a Career Service Program that identifies, develops, effectively uses and rewards individuals who have the skills required by CIA; motivates them towards rendering maximum service to the Agency; and eliminates from the service, in an equitable manner, those who in spite of the Program fail to perform as effective members of the organization.
2. ASSUMPTIONS. It is assumed that:
 - a. Required skills can be identified through appropriate evaluation and selection devices.
 - b. Potential skills can be developed and maintained through appropriate supervision, training and duty rotation.
 - c. The skills of CIA personnel can be utilized most effectively through planned assignment of individuals to positions of progressively greater responsibility as their skills are developed to meet CIA requirements for those positions.
 - d. The experience of personal growth together with a personal identification with the objectives and operations of the Agency will stimulate maximum service among CIA personnel.
 - e. Aspirations of CIA personnel to a career with the Agency will depend on the extent to which their contributions are recognized by the Agency and on maintenance by the Agency of the best possible climate for work.

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3. DISCUSSION. Tabs A through H present a Career Service Program which has been tailored to the needs of CIA by experienced members of the Agency. This Program is based upon techniques which have proven to be effective in private industry and other Government establishments.
4. RECOMMENDATION. It is recommended that you approve this report and authorize the Deputy Director (Administration) to implement the CIA Career Service Program.

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Chairman,
Career Service Committee

Approved: 13 June 1952

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Director of Central Intelligence

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SUMMARY OF THE CIA CAREER SERVICE PROGRAM

1. The CIA Career Service Program is controlled by a CIA Career Service Board which consists of the Deputy Director (Administration), the Deputy Director (Plans), the Deputy Director (Intelligence), the Assistant Director (Personnel), the Director of Training and, on a rotating basis, two Assistant Directors. The two rotating members of the Board will each serve for six months, there being at all times one from the overt office group and one from the covert office group. Their tours of duty are staggered so that there is continuity. The CIA Career Service Board meets once a month. If any member is unable to be present he may be represented by his Deputy. Four members constitute a quorum. The Chairman of the Board will be one of the Deputy Directors, each of whom will serve successively for a term of four months. The Career Development Staff of the Personnel Office serves as Secretariat of the Board and the Chief, Career Development Staff, acts as the Board's Executive Secretary. (See Tab B).

2. The CIA Career Service Board is responsible for advice to the DCI on making CIA a better place in which to work. It develops policy governing the Career Service Program and advises concerning all policy matters affecting Agency personnel. This is a continuous process in order that the Program may be immediately responsive to the needs of the Agency and in order that the Agency's personnel policy may remain sufficiently flexible to meet all contingencies. The Board serves to guide the Agency in its development of long-range plans for the best utilization of the Agency's human resources. It is concerned primarily with policy, not with day-to-day decisions or details. (See Tab B).

3. The (Office) Career Service Boards are located in each of the major Offices and units of CIA and are responsible to their respective Assistant Directors or Office heads for the operation of the Career Service Program in accordance with policy established by the CIA Career Service Board. They are also responsible for collaboration with other (Office) Boards on inter-Office Career Service problems. It is at this level and through the functioning of these (Office) Boards that the rotation, training, advancement and assignment plan recommended for the individual by his supervisor is reviewed for the approval of the Assistant Director or Office head. These Boards are concerned primarily with the implementation of policy and with the review of detailed recommendations concerned with the careers of individuals. (See Tab B).

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Tab A

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4. Annually, or as often as required, each person is evaluated by his supervisor and the evaluation is reviewed by a reviewing official. This evaluation together with a proposed development program forms the basis for a detailed discussion between the supervisor and the person being evaluated. The proposed development program is reviewed by the (Office) Career Service Board and when approved by the Assistant Director or Office head becomes the plan for the individual's career for the next year or two. (See Tab C).

5. Special emphasis is placed on the identification, training and development of individuals who demonstrate potential for assignment to positions requiring executive ability. Individual talent for planning, organizing and directing the work of others is one of the Agency's prize assets provided it is carefully developed and guided effectively toward the accomplishment of some specific aspect of the Agency's mission. Such potential is of interest to the Agency as a whole since it is seldom tied to technical proficiency in any one field and, therefore, not limited to use in any particular area of activity. (See Tab D).

6. All new junior personnel recruited and selected to fill professional positions (e.g., all new personnel up to and including GS-11 to fill slots designated as professional positions) will be screened by the Professional Selection Panel (in a manner similar to that employed by the Board of Examiners of the Foreign Service) with respect to overall suitability to work in CIA on a career basis. Exception to this procedure may be made in each case by the appropriate Deputy Director. (See Tab E).

7. All new personnel recruited and selected to fill professional positions including all new "lateral-entry" personnel, GS-12 and above, will enter the CIA Intelligence School at the first session commencing after their EOD. Exception to this procedure may be made in each case by the appropriate Deputy Director. (See Tab E).

8. One of the most effective methods of training CIA personnel, developing their latent talents and preparing those persons with high potential for more responsible positions is by means of rotation through one or more positions that can provide broadening experience. Executive skills can often be developed through experience in a variety of areas of responsibility. (See Tab F).

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Tab A

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SECURITY INFORMATION

PERSONNEL EVALUATION REPORT

(See Instructions on Reverse Side)

The Personnel Evaluation Report is an important part of the Career Service Program. It seeks to assure for every person a carefully planned career, with advancement based on demonstrated ability. For the individual, it means an opportunity to voice his interests and to discuss his job and his progress with his supervisor. To the supervisor, it gives assistance in carrying out a major responsibility, the development of the people he supervises. For the Agency as a whole, it means successful teamwork based on mutual understanding and respect.

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20. COMMENTS (Continued):

INSTRUCTIONS

1. Instruction to the Administrative or Personnel Officer

Consult current Administrative Instructions regarding the initiation and transmittal of this report.

2. Instruction to the person evaluated

Since this evaluation will become an important part of your record, you will want to give to it as much care and attention as you would like to have it receive from your Supervisor and the Reviewing Official. With respect to Items 8 and 9, you should include courses of instruction or assignments, either within or outside of the Agency, which you consider pertinent to your career development.

3. Instruction to the Supervisor and the Reviewing Official

- a. As the supervisor who assigns, directs and reviews the work of others, you bear primary responsibility for planning and fostering the development of each person under your supervision, commensurate with his capacity, aptitude, knowledge and skills. As an alert supervisor, you judge the people working with you on a job-by-job and day-by-day basis and use this information in carrying out your supervisory responsibilities. Although evaluation is a continuous process, it is necessary periodically to record your observations and recommendations for appropriate action. In preparing the report you should consider the individual's capabilities for further development in his present assignment and his potentialities for more effective utilization in other positions, including work of a more responsible and difficult nature.
- b. The following traits are generally regarded as having some bearing on a person's performance and development. Although you are not asked for specific ratings, do not hesitate to refer to these or similar traits in your comments, which should be terse and precise.

COOPERATION
DEPENDABILITY
ACCURACY
SECURITY CONSCIOUSNESS
INITIATIVE

RESOURCEFULNESS
STABILITY UNDER PRESSURE
ABILITY TO OBTAIN RESULTS
JUDGMENT
LEADERSHIP

- c. In fairness to the individual and in the interest of the Agency, the importance of carefully prepared and accurate Personnel Evaluation Reports can not be overstressed. The following basic principles of evaluation should be kept in mind:

(1) Base your judgment on

- (a) What you have observed the individual do or fail to do.
- (b) Typical performance as well as critical incidents.
- (c) Examples relevant to the duties under consideration.

- (2) Different standards prevail in different assignments. Every effort should be made to arrive at a just estimate of the qualities of the individual as demonstrated during the report period. Avoid exaggerations. They detract from the value of the report and are unfair to others.

- (3) BIASED OPINIONS BASED ON PERSONAL LIKES AND DISLIKES MUST BE SCRUPULOUSLY AVOIDED. IT SHOULD BE BORNE IN MIND THAT THE PREPARATION OF EVALUATION REPORTS IS AN IMPORTANT RESPONSIBILITY OF ALL SUPERVISORS AND THEIR CAREFUL PREPARATION IS AN INDICATION OF THE SUPERVISOR'S OWN ABILITY AND QUALIFICATION FOR THE POSITION HE HOLDS.

4. A FRANK DISCUSSION BETWEEN SUPERVISOR AND INDIVIDUAL CONCERNING THIS REPORT IS NECESSARY IN ORDER TO ASSIST IN THE DEVELOPMENT AND BEST USE OF EVERY INDIVIDUAL'S CAPABILITIES.

THIS PORTION TO BE DETACHED ONLY BY AUTHORIZED OFFICIAL

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SECURITY INFORMATION

PERSONNEL EVALUATION REPORT

Items 1 through 6 will be completed by Administrative or Personnel Officer

1. NAME (Last) (First) (Middle)		2. GRADE	3. POSITION TITLE	
4. OFFICE	STAFF OR DIVISION	BRANCH	<input type="checkbox"/> DEPT'L. <input type="checkbox"/> FIELD	IF FIELD, SPECIFY STATION
5. PERIOD COVERED BY REPORT From To		6. TYPE OF REPORT <input type="checkbox"/> Initial <input type="checkbox"/> Reassignment <input type="checkbox"/> Annual <input type="checkbox"/> Special <input type="checkbox"/> Reassignment of Supervisor		

Items 7 through 10 will be completed by the person evaluated

7. LIST YOUR MAJOR DUTIES IN APPROXIMATE ORDER OF IMPORTANCE, WITH A BRIEF DESCRIPTION OF EACH. OMIT MINOR DUTIES.

8. LIST COURSES OF INSTRUCTION COMPLETED DURING REPORT PERIOD.

Name of Course	Location	Length of Course	Date Completed

9. IN WHAT TYPE OF WORK ARE YOU PRIMARILY INTERESTED?

IF DIFFERENT FROM YOUR PRESENT JOB, EXPLAIN YOUR QUALIFICATIONS (APTITUDE, KNOWLEDGE, SKILLS).

10.

DATE

SIGNATURE

Items 11 through 18 will be completed by Supervisor

11. BRIEFLY DESCRIBE THIS PERSON'S PERFORMANCE ON THE MAJOR DUTIES LISTED UNDER ITEM 7 ABOVE.

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12. IN WHAT RESPECT IS THIS PERSON'S PERFORMANCE ON PRESENT JOB MOST NOTICEABLY GOOD OR OUTSTANDING?

13. ON WHAT ASPECT OF PERFORMANCE SHOULD THIS PERSON CONCENTRATE EFFORT FOR SELF IMPROVEMENT?

14. COMMENT ON THIS PERSON'S ABILITY TO HANDLE GREATER RESPONSIBILITIES NOW OR IN THE FUTURE.

15. ARE THERE OTHER DUTIES WHICH BETTER SUIT THIS PERSON'S QUALIFICATIONS? (Recommend appropriate reassignment, if possible.)

16. WHAT TRAINING OR ROTATION DO YOU RECOMMEND FOR THIS PERSON?

17. IF PERFORMANCE DURING REPORT PERIOD HAS BEEN UNSATISFACTORY, THERE IS ATTACHED COPY OF MEMORANDUM NOTIFYING THIS PERSON OF UNSATISFACTORY PERFORMANCE.

18. THIS PERSONNEL EVALUATION REPORT HAS BEEN DISCUSSED WITH THE PERSON EVALUATED. ADDITIONAL COMMENTS INCLUDING COMMENT ON ITEMS 7, 8 AND 9, ARE SHOWN BELOW UNDER ITEM 20.

DATE

SIGNATURE OF SUPERVISOR

19. I HAVE REVIEWED THE ABOVE REPORT. (Comments, if any, are shown in item 20.)

DATE

SIGNATURE OF REVIEWING OFFICIAL

20. COMMENTS: (If necessary, may be continued on reverse side of cover sheet.)

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9. The favorable work climate that is one of the goals of the Career Service Program would be enhanced by certain benefits not now available to CIA personnel. Many of these can be achieved only through legislation. The CIA Career Service Board will give continuous attention to this problem. (See Tab G).

10. Much of the work that is accomplished in CIA must, for security reasons, be done anonymously. An important incentive that is common to most human endeavors, the acclaim and approbation of one's fellow man, is therefore not generally available to CIA. The establishment of an internal CIA Honor Awards Program will in part fulfill this need. (See Tab H).

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Organization, Relationships and Functions of the CAREER SERVICE BOARDS

I. Organization and Functions of the CIA CAREER SERVICE BOARD

A. The CIA Career Service Board will be composed of the following persons:

Deputy Director (Plans)
Deputy Director (Intelligence)
Deputy Director (Administration)
Assistant Director (Personnel)
Director of Training
Two Assistant Directors, each to serve
for terms of six months' duration.
(See Schedule A)
Executive Secretary - Non-voting

Four members of the Board will constitute a quorum. If a member cannot be present, he may be represented by his Deputy. The Board will hold scheduled monthly meetings, and agenda and minutes of meetings will be distributed to all persons on Schedule A.

B. It will be the responsibility of the CIA Career Service Board to:

1. Develop policy governing the Career Service Program for approval by the DCI and serve as his advisor on all matters concerning the Program.
2. Supervise and review the functioning of (Office) Career Service Boards.
3. Establish and maintain an Executive Inventory to be composed of those persons which the Board shall from time to time determine.
4. Make recommendations for filling key positions in the Agency with personnel from the Executive Inventory.
5. Review evaluation of personnel contained in the Executive Inventory and review rotation programs for their further development.
6. Approve the allocation of Rotation Loan Slots to (Office) Career Service Boards. (See Schedule B).

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7. Supervise supporting groups or Boards for handling specialized functions on an Agency-wide basis, such as, Hazardous Duty Board, Honor Awards Board, Professional Selection Panel, etc., drawing on Agency personnel as necessary.
8. Prepare and submit annually to the DCI a summary of the operation of the CIA Career Service Program.

II. Organization and Functions of the SECRETARIAT of the CIA CAREER SERVICE BOARD

A. The Career Development Staff of the Personnel Office serves as the Secretariat of the CIA Career Service Board and the Chief, Career Development Staff serves as the Executive Secretary of the Board.

B. It will be the responsibility of the Secretariat of the CIA Career Service Board to:

1. Recommend to the CIA Career Service Board ways and means of improving the CIA Career Service Program.
2. Perform all secretariat and administrative functions for the CIA Career Service Board. These include, but are not limited to:
 - a. Maintaining master files concerned with Career Service matters on a current basis for the CIA Career Service Board, including agenda and records of meetings.
 - b. Transmitting to the CIA Career Service Board recommendations and periodic reports of the (Office) Career Service Boards for consideration.
 - c. Initiating and supervising such studies as are needed to improve the Career Service Program.
 - d. Assisting (Office) Career Service Boards in effecting rotation appointments.
 - e. Submitting unresolved inter-Office Board problems to the CIA Career Service Board for decision.

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- f. Coordinating with the Office of Training training arrangements and needs respecting the CIA Career Service Program.
- g. Acting in support of Boards established by the CIA Career Service Board for handling specialized functions on an Agency-wide basis.

III. Organization and Functions of the (OFFICE) CAREER SERVICE BOARDS

- A. (Office) Career Service Boards will be composed of the following persons:

Assistant Director (or Office head) ex officio
Three or more Staff or Division Chiefs, or
comparable high-level officials
Secretariat - Non-voting. (In most cases, the
Secretariat will be composed of Administrative
Personnel Officers of the Office concerned and
will perform staff support for the Board.)

- B. (Office) Career Service Boards will be established in the following units of CIA:

Office of Special Operations	Office of Scientific Intelligence
Office of Policy Coordination	Office of National Estimates
Office of Communications	Office of Training
Office of Operations	Technical Services Staff
Office of Research and Reports	Personnel Office
Office of Collection and Dissemination	Medical Office
Office of Current Intel- ligence	General Services Office
	Inspection and Security Office
	Procurement and Supply Office
	Comptroller's Office

An Administration Career Service Board will be established which will be concerned with those individuals who do not come under the jurisdiction of any one of the above Career Service Boards.

- C. It will be the responsibility of an (Office) Career Service Board to:
- 1. Serve as advisor to the Assistant Director (or Office head) on all matters pertaining to the Career Service Program.

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2. Direct within the Office the application and functioning of the Career Service Program, including but not limited to:
 - a. Executing relevant decisions of the CIA Career Service Board and making recommendations to the CIA Career Service Board for improvement of the Career Service Program.
 - b. Sponsoring, developing and executing the Career Service Program of the Office concerned, including an intra-Office rotation system, and reporting periodically to the CIA Career Service Board.
 - c. Reviewing Personnel Evaluation Reports and proposed development plans for individuals in terms of training, assignment, advancement, rotation and promotion.
 - d. Recommending cancellation or continuance of career development actions.
 - e. Participating in the development and execution of approved extra-Office rotation systems.
 - f. Submitting a semi-annual Personnel Evaluation Report to the Sponsoring Office on each rotation appointee from another Office.
 - g. Ensuring that the rotation appointees detailed by their Office to another Office are not overlooked for warranted promotion and ensuring that rotation appointees received by their Office are productive and their assignments commensurate with the purpose of the appointments.
 - h. Reviewing continuously conditions of service and duty with a view to making recommendations to the CIA Career Service Board concerning working conditions and benefits that can strengthen morale and increase "esprit de corps".
 - i. Reviewing continuously the personnel intake of the Office, especially at the junior professional level, with a view to ensuring the acquisition of highly-qualified, versatile persons with long-range potentiality.
3. Supervise supporting groups or Boards as appropriate for handling specialized functions, assigning to them Office personnel as necessary.

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Tab B

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1. The Personnel Evaluation Report (See Form No. 37-151, attached) is prepared annually or as often as required. It deals with:
 - a. The job being done,
 - b. The person's performance on the job.
 - c. The person's potential for assuming greater responsibilities.
 - d. The program recommended for the person's development.
2. Effective use of the Personnel Evaluation Report is dependent primarily on the extent to which supervisors are objective in reporting useful information on the form. The Office of Training and the Personnel Office are currently preparing the program necessary to place this system in operation.
3. The Personnel Office will be primarily responsible for administration of the personnel evaluation program.

Attachment - 1

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Tab C

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THE EXECUTIVE INVENTORY

1. The purpose of a Career Service Program is to develop people to the fullest extent to meet present and anticipated job needs of the Agency. An "executive inventory" is merely a means of matching present and potential executive-type assets against present and anticipated needs for executive ability in order to plan intelligently to meet these needs.

2. As an aid to personnel planning for the development and use of executive skills throughout the Agency, the CIA Career Service Board will maintain an inventory of all personnel who evidence executive ability or potential according to criteria which the Board shall determine from time to time in relation to Agency needs. The Board will review Personnel Evaluation Reports on all personnel included in the inventory and will recommend inter-Office rotation assignments for such persons when appropriate in the interest of their further development. The Board also will use its inventory of executive abilities to recommend inter-Office transfers of persons to fill key Agency positions.

3. In addition (Office) Career Service Boards are encouraged to maintain inventories of any skills and abilities which they find helpful for use in their internal personnel planning.

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THE SELECTION AND TRAINING
OF
TRAINEES FOR PROFESSIONAL POSITIONS

1. With regard to trainees for overt activities, including overt personnel assigned to covert Offices, it is recommended that:
 - a. All new personnel recruited to fill professional positions in the Agency be required to go through a training program in order to give them an adequate basic intelligence background. Exceptions may be made for individuals who have had previous high-level intelligence experience.
 - b. The present Professional Training Program in the CIA Intelligence School be reorientated and expanded as speedily as possible into a Professional Selection and Training Program to give all new personnel for professional positions a broad yet intensive intelligence training. Specialized training, including language, area and operational training, will be handled in other parts of the training program.
 - ca. The curriculum of the CIA Intelligence School, including recommended reading, be revised to cover subjects of particular interest to Offices and be coordinated with TRS to reduce duplication in the curricula.
 - d. A selection board to be known as the Professional Selection Panel be established under the direction of the CIA Career Service Board. It would consist of five voting members and three advisory members as follows:
 - (1) Two representatives from the overt Offices.
 - (2) Two representatives from the covert Offices.
 - (3) One representative from a Deputy Director's Office, the DD/P, DD/A and DD/I, to be successively represented on a rotating basis.
 - (4) Three advisory representatives, one each from the Personnel Office, the Inspection and Security Office and the Office of Training.

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The Panel will review selection standards, including medical standards, for and the qualifications of all candidates up to and including the grade GS-11 for overt and semi-covert professional positions in the overt, covert and support Offices and will finally approve on behalf of the Agency the selection of all personnel for professional positions in those grades and categories. In case of an adverse finding against an applicant by the Panel, the appropriate Assistant Director or Office head may appeal to his Deputy Director whose decision will be final. The Panel will also, when requested by an Assistant Director, arrange for the testing of a candidate in the GS-12 - 15 category, review his qualifications and make recommendations to the requesting Office.

- e. Personnel requirements of Offices for professional positions be submitted to the Personnel Office which will inform the Professional Selection Panel and the Office of Training of the estimated intake so that they may plan accordingly. All recruitment will be undertaken against authorized slots in consumer Offices except that a small number of slots will be set aside for the temporary accommodation of draft-eligible candidates who are brought into CIA for indoctrination before entering the Armed Services.
- f. The program to establish consultant-contacts in colleges and universities (Project Review Committee Project TRN/ADP-92-52 of 22 October 1951) to recruit undergraduate and graduate students be vigorously implemented and ultimately expanded.
- g. No subsidy be given to university students prior to their CIA employment. No specific substantive guidance be given by the consultant-contacts to undergraduate students. In certain cases, consultant-contacts may suggest that selected graduate students specialize in practical subjects or foreign aspects of their fields which might be useful if they should enter the intelligence field.
- h. Consultant-contacts be briefed regarding the relation between recruiting for overt use in both overt and covert Offices and recruiting for deep-cover activities.
- i. Special security measures be taken to prevent subversive infiltration into the Agency through the trainee system and that I&S

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Office be given adequate backing in money and personnel to carry out these measures. Consultant-contacts be briefed thoroughly regarding the danger of subversive infiltration into the Agency through the trainee system.

- j. Approaches by CIA representatives to universities or companies in the United States for the recruitment or training of overt personnel including overt personnel for the covert Offices, be coordinated with the Contact Division, Office of Operations.
- k. No organized publicity be given the trainee recruiting program and that publicity of any kind regarding any aspects of the Professional Selection and Training Program be discouraged.
- l. All candidates for professional positions in grades up to and including GS-11 be given a one-day battery of tests before final commitments for employment are made, this testing to be given after the applicant has been recommended by recruiters and after PHS and other forms have been reviewed by the Personnel Office.
- m. The testing in l. above be carried out in leading colleges and universities by competent consultants (or by a field unit) and in Washington by a headquarters unit.
- n. The sequence of events in carrying out the Professional Selection and Training Program should be as follows:
 - (1) Statement by Offices and other components of their needs for new personnel to fill professional positions in the GS-5 through GS-11 categories.
 - (2) Locating, contacting and screening of candidates in universities, industries and the Armed Services by the Personnel Office through consultant-contacts or by other recruitment techniques.
 - (3) Pre-security check by I&SO.
 - (4) Testing of candidates at selected locations in the field and in headquarters.
 - (5) Screening and shopping of candidate files to Offices by the Personnel Office.

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- (6) Clearance by the Medical Office (to be carried out between steps 5 and 10).
 - (7) Assessment. (To be carried out, at the option of the obligating Office, between steps 5 and 10.)
 - (8) Obligation of slots by Offices.
 - (9) Security investigation initiated by I&SO.
 - (10) Security Clearance.
 - (11) Interview, review and decision by Professional Selection Panel.
 - (12) Notification to candidate by Personnel Office.
 - (13) EOD
 - (14) Entrance into CIA Intelligence School.
 - (15) Review of Training record by Professional Selection Panel.
 - (16) Assumption of duty status in Office obligating slot.
2. With regard to trainees for deep-cover activities, it is recommended that:
- a. Recruiting and training of deep-cover candidates be conducted by the covert Offices separately from the Professional Selection and Training Program.
 - b. A focal point be established to coordinate deep-cover recruiting between the covert Offices.
 - c. A focal point be established in the Personnel Office to coordinate overt and semi-covert and deep-cover recruiting in the field in order to avoid confusion and minimize security risk.
 - d. After initial selection of deep-cover candidates, no further overt or obvious CIA contact be made with them.
 - e. Covert training be coordinated with the Professional Selection and Training Program in order to make maximum practicable use of training, curriculum and staff.

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ROTATION

1. The objectives of rotation for the Agency are as follows:
 - a. A more effective and more economical utilization of the Agency's manpower.
 - b. A method of improving the selection and broadening the experience of individuals to serve in key positions.
 - c. The cultivation of an esprit de corps based primarily on the reward-for-merit principle.
2. The objectives of rotation for the individual are as follows:
 - a. Assisting him to do his present job more effectively by:
 - (1) Increasing his knowledge in his field.
 - (2) Providing him with new skills, techniques and methods of performance.
 - (3) Improving his ability to plan his work and to direct and supervise others in it.
 - (4) Increasing his understanding of the necessary relationships of his job to those of collateral and higher echelons of the Agency.
 - b. Preparing him to undertake jobs of increasingly greater responsibility commensurate with his growth potential by:
 - (1) Broadening his understanding of the objectives of the Agency and its mission.
 - (2) Intensifying the development of his planning, managerial and supervisory skills.
 - c. Providing him more opportunity to find the field in which he does best.
 - d. Removing him from a "rut".

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3. In order to provide a terminology that will promote a common understanding of rotation problems, the following definitions have been adopted:
- a. Rotation: The process of systematic designation and redesignation of an individual to various kinds of duty and training for the purpose of improving his capacity to serve the Agency.
 - b. Transfer: The process of removing an individual from the rolls of one Office and his concurrent addition to the rolls of another Office. This process is independent of the process of rotation though it may be a consequence thereof.
 - c. Exchange: The process of rotating an individual by placing him temporarily under the operational control of another Office in return for another individual similarly attached.
 - d. Loan: The process of rotating an individual by placing him temporarily under the operational control of another Office without reciprocity, or of attaching him temporarily to an activity not a part of CIA.
 - e. Sponsoring Office: The administrative unit of CIA on whose rolls individuals with rotation assignments are carried and under whose administrative control individuals remain irrespective of where attached.
 - f. Receiving Office: The administrative unit to which individuals being rotated are attached and under whose operational control individuals remain until they are returned to the Sponsoring Office.
4. Principles which are concerned in the process of rotation are as follows:
- a. Personnel Covered: In general, any individual who has been in the employ of the Agency for a period of two years is eligible for rotation. Rotation of persons who have been on duty for less than two years would be the exception rather than the rule.
 - b. Positions Covered: Any position within the control of the Agency to which the assignment of personnel will serve the objectives of rotation is regarded as covered by these principles. These include executive, operational, intelligence, technical, administrative and

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- training positions, either in the field or at headquarters, within the Agency or with other public or private agencies or institutions.
- c. Job Groups Covered: The classes of individuals covered are inclusive rather than exclusive. The professional or technical activity of a given class of individuals may, by its nature, limit the job-type groups to which members of such a class will rotate.
 - d. Normal Duration of Tour of Duty: Each individual rotation period may vary but will not be less than six months, and will probably average between eighteen and twenty-four months. Thus, a rotation assignment at the National War College will run some ten months while a rotation assignment to a position overseas may well run twenty-four to thirty months.
 - e. Degree of Compulsion to Rotate: As a matter of principle, acceptance of a rotation assignment is compulsory for persons who intend to make a career of CIA employment. Any individual or Sponsoring Office, or Receiving Office, may, however, show cause why a rotation assignment shall or shall not be carried out. The reviewing authority (the CIA Career Service Board) shall in such cases make recommendations to the appropriate Deputy Director whose decision shall be final.
 - f. Administrative Control: Individuals with rotation assignments will remain on the rolls of the Sponsoring Office and under its administrative control for promotion and transfer purposes. The Sponsoring Office will pay the individual from home office funds at his home office grade.
 - g. Operational Control: The individual being rotated will be under the operational control of the Receiving Office for the duration of his tour of duty with that Office, during which period Personnel Evaluation Reports will be prepared by the Receiving Office and forwarded to the Sponsoring Office.
 - h. Effect of Grade Differential between Jobs concerned in Rotation: Assignments given to individuals being rotated shall be generally commensurate with their abilities, keeping in mind the purpose of making the specific assignment. Rotation Loan Slots (See Schedule B, attached) will be allocated to Offices to maintain flexibility in effecting rotation where exchange of approximately equivalent personnel is not practical.

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- i. Changes in Grade: Promotions and other changes in grade shall remain under the control of the Sponsoring Office. The eligibility of the individual for promotion shall not be prejudiced or overlooked by reason of his status as an individual being rotated.
 - j. Duration of Rotational Pattern: It is premature at this time to formulate a policy covering the duration in years during which period the individual is subject to rotation policies, or to attempt to prescribe an arbitrary age limit after which rotation policies will not be applied.
 - k. Settlement of Disputes: Divergence of views between Offices or between an individual and his (Office) Career Service Board which cannot be satisfactorily resolved between the parties shall be referred in the first instance to the Secretariat which will review the case and forward its recommendation to the concerned (Office) Career Service Board(s). In the event the recommendation of the Secretariat is not accepted, the case shall be referred to the CIA Career Service Board for disposition.
 - l. Policy Governing Rotation within an Office: Intra-Office rotation policy shall be set by the (Office) Career Service Board within the framework of policies prescribed by the CIA Career Service Board.
 - m. Policy Governing Rotation between Offices: Within the framework of policies prescribed by the CIA Career Service Board inter-Office rotation will be based largely on a series of bilateral agreements between Offices which will set forth in each case the person being rotated, the expected duration of his assignment and any other pertinent facts.
5. There are two basic types of rotation as follows:
- a. Rotation by Exchange

- (1) The Exchange procedure authorizes Office Boards to negotiate the "swapping" of two persons when it has been judged that rotation is the best method of broadening their experience. This procedure will be used when the two positions in question are of corresponding responsibility. Respective grades of the positions or incumbents need not be exactly the same.

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- (2) Individuals being rotated will be under the operational control and supervision of the Receiving Office Board.
- (3) The Receiving Office Board will outline to the individual the responsibilities of the new position.

b. Rotation by Loan

- (1) The Loan procedure authorizes an Office Board to recommend the temporary assignment of an individual to another Office without receiving anyone in return or to recommend his assignment to outside activities for the purpose of broadening his knowledge of his field.
 - (2) Rotation slots, allotted by quota outlined in Schedule B, attached, will be available to Office Boards. These slots will be allotted by the CIA Career Service Board and will be "open" positions to accommodate any grade.
 - (3) The Receiving Office Board will outline to the appointee the responsibilities of his new assignment. The appointee is "on loan" to the Receiving Office and will therefore not tie up an authorized T/O position. He will be assigned to a logical unit in the Receiving Office's organizational structure.
 - (4) Appointees will be under the operational control of the Receiving Office Board.
6. Specific questions raised by the DCI in his memorandum of 7 March 1952 and recommendations in response thereto are as follows:

- a. Do you recommend limiting overseas duty to any particular number of years?

It is recommended that the Agency not limit total overseas duty to any particular number of years but that, in accordance with their needs and in consideration of the health and hazard conditions prevailing at various foreign posts, the several Offices concerned, in conjunction with the Medical Office, arrive at and recommend a uniform policy.

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- b. Do you recommend bringing all foreign personnel home, say, one year in each four or at any other intervals?

It is recommended that as a policy and in conformity with existing and proposed federal laws all staff personnel serving overseas be brought home at least once every two years for home leave. Determination of the relative lengths of tours of duty in the United States and overseas will have to be adjusted constantly in consideration of the proportion of total staff personnel serving in the United States and abroad.

- c. Do you recommend moving officers as a matter of policy from Office to Office within the Agency or do you mean from division to division within an Office?

The rotation system recommended provides for intra-Office, inter-Office and extra-CIA rotation of the individual to duty or training. At the Agency level, the CIA Career Service Board is empowered to levy requirements on the Office Boards for individuals to prepare them to fill key Agency positions.

- d. At what rank does the rotation by the Career Service Board stop?

The rotation system recommended by this Working Group covers all positions and all ranks without restriction.

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CAREER BENEFITS

1. In order to induce able persons to make their careers in CIA, the Agency should provide specific and tangible benefits to them. The security aspects of CIA's mission which forces on many CIA personnel a role of anonymity, repugnant under normal circumstances to professional people, and the physical and mental stresses resulting therefrom are such that a compensating factor is desirable.

2. Most of the tangible benefits that might be provided to CIA personnel will require legislation. Continuous attention must be given to this problem since the opportunity to collaborate with some other department of government that is sponsoring desired legislation may provide an indirect means of attaining the objective.

3. Benefits that may be installed without additional legislation.

- a. Additional pay for various types of hazardous duty.
(Separated from the Career Service Program at your request but being carried forward through other channels.)
- b. A meritorious award system providing for recognition of distinguished service to the Agency. (See Tab H).
- c. A CIA overseas post classification system providing benefits responsive to unhealthful conditions.

It is recommended that:

- (1) The Agency continue to follow the Department of State system.
- (2) The Director of Personnel continue the exercise of his powers as in the past.
- (3) The Director of Personnel, with the advice and assistance of the operating Offices concerned and the Medical Office, establish an Agency policy regarding the length of assignment in unhealthful posts, giving regard to the probable deterioration of health. This determination to be made without reference to salary differential or possible accelerated retirement credit.

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- d. Better group health insurance. (At present being actively worked on.)
- 4. Benefits that will require additional legislation.
 - a. Additional benefits for personnel disabled while in the employment of CIA.
 - b. Pay, within-grade raises, and grade promotions for personnel who are detained involuntarily by foreign governments, known as "Missing Persons Act" for vouchered funds employees.
 - c. Application of the principles of the United States Employees' Compensation Act to dependents of employees engaged in hazardous duties who are themselves exposed to hazard.
 - d. Death gratuity of six months' base pay to dependents of CIA employees whose death occurs in line of duty while serving overseas.
 - e. A more liberal retirement system.
 - f. An appropriate and adequate leave system for all overseas employees.

It is recommended that the CIA Career Service Board give its continuous attention to benefits a. through f. above.

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THE HONOR AWARDS PROGRAM

1. An honor award for intelligence service should be distinguished from an incentive award for meritorious suggestion or for outstanding efficiency and economy in administration as well as from longevity recognition for long and faithful service. An incentive awards program is well established in CIA, and a system for recognition of longevity is now being considered. Awards for intelligence service do not exist. It is therefore recommended that:

- a. CIA establish a medal for presentation by the Director of Central Intelligence to any individual associated with CIA, or to any other person, who makes a notable contribution to United States intelligence activities,
- b. The design of the medal incorporate those features of the Agency seal adaptable for use in the medal and that the medal be suspended from a distinctive ribbon employing the colors of the Agency seal.
- c. Units which have contributed outstanding performance be recognized by a personal award to each member of the unit rather than a group award.
- d. There be established an Honor Awards Board, under the jurisdiction of the CIA Career Service Board, which will be responsible for reviewing recommendations concerning any honor awards in CIA, and for forwarding these recommendations to the DCI for his approval.
- e. The CIA Career Service Board give further attention to the problem of creating an Honor Awards Program.

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Appendix - 2
~~Tab II~~

MISSING PAGE

ORIGINAL DOCUMENT MISSING PAGE(S):

Missing pages 25 and 26